

Reimagining Local Neighborhoods & Employments in Lake City, FL

Infill development, more employment options, community cohesion



Research Paper Project

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ABSTRACT

This paper is a simple effort to imagine communities living nearby prisons and the life of prisoners after prison and as planners what effective design and development strategies can be used in such neighborhoods. I have specifically focused on creating employment opportunities for these populations considering their skills and new entry into the outside world which eventually also help improve other factors within the community and neighborhood as creating a healthy, safe and welcoming environment for residents, interactive public spaces through tactical urban design tools.

INTRODUCTION

The inspiration for this research and study area was our studio this fall which is about developing a 100 year future plan for Weyerhaeuser holdings in North Central Florida. I am specifically focusing on Lake City for this research as it has a lot of potential vacant parcels which can be creatively used for revitalization and beautification of city as well as for creating multiple employment opportunities for local communities.

Another factor that drew me specifically towards this city with this approach was number of vacant parcels in the city and a huge prison population. Lake City has 3 major corrections facilities nearby and it is a huge problem with the released prisoners and their life once they are out of the prison, thus this report is an effort to help this population by offering local level employment options within the city; thus reducing the rate of recidivism and creating a healthy and attractive environment for the neighborhoods as well as tourists and visitors. Lake City has a historic downtown with heritage structures like the Blanche Hotel and lakefront areas at Lake De Soto and Lake Montgomery which have a lot of potential and with a strategic design approach for revitalization and community development, these areas can work wonders for the city and its people.

This research also advocates the use of 'Tactical Urbanism' by Mike Lydon as an effective approach for solving all the issues mentioned above. Tactical Urbanism allows us to make changes in a city/ community at a human scale with low- cost, temporary/ semi-temporary initiatives which actively encourage community engagement along with some local authorities. (Tactical Urbanism Vol. 1 & 2, Mike Lydon) In this report, I evaluate possible options that can be imagined using vacant lots in the city like pop- up retail, maintenance shops, community gardening/ urban farming, food trucks, mobile vendors

and other temporary retail possibilities which do not require a heavy investment and highly skilled labor and can be implemented easily in collaboration with local authorities and private partners.

Part one describes the facts of Lake City and available vacant parcels along with major themes of community development which I have tried to extract from other similar efforts that already exist in various parts of the world like Mumbai, Bhubaneshwar, Wisconsin, and few more cities from North America and my research on recidivism, ex- prisoner's life outside prison and the brutality of not being able to cope up with fast growing outside world where they hardly stand a chance to get employed. I am also trying to blend my two primary focuses, 'local employment' and 'beautification of Downtown Lake City' through effective urban design strategies as both are interdependent. Part two describes the advantages to the communities and the city along with brief overview of current efforts being taken by Lake City officials and in part three I present my recommendations and themes for the development which further takes us to my analysis and conclusion.

PROBLEM STATEMENT

The majority of inmates leave prison with no savings, no immediate entitlement to unemployment benefits, and few job prospects. The world outside looks at them with suspicion and often employments are rejected for such population masses. Though it is wrong to assume that all of the prisoners would be from local areas around lake city, my effort is to create a model neighborhood which offers ex- prisoners, the homeless and other less considered populations with average skill sets multiple employment opportunities, and such a model can become a reference point and can be implemented in various cities across the nation.

HYPOTHESIS

I strongly believe that if given a chance, everyone prefers to earn their own bread and butter with hard work. For that, local small scale employment opportunities can bring in a huge positive change. Simple retail options like farmer's market, maintenance shops (bicycle repair, cobblers, tailoring and stitching and so on) are helpful for this cause as well as bring in more convenience for neighboring communities. I have seen variety of people ranging from the homeless, retired populations and ex- crime offenders who completely rely on federal aid/ funding and despite being physically fit and healthy end up being on streets and homeless shelters all the time. This makes the neighborhood look bad and also weakens the community strength in terms of cohesion, safety and livability. This needs to be changed and for that I am putting forth my ideas and proposals which are based on my vision for the community and tactical urbanism tools.

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COMMUNITY DEVELOPMENT

As my research is concerned about community development, we need to understand what exactly community development is and what are the various affects affecting it that need to be considered.

Community development is tremendously wide. It includes intentional actions to improve social and economic well-being, the sustainability of communities in their current geographic and socio- economic configuration, and everything that impacts the durability and adaptability of relative necessary solutions.

Community development is primarily a place-based initiative implemented at the neighborhood level. As Drier states, place affects our access to jobs, public services, shopping, and culture, our level of personal security, the availability of our medical services, and even the air we breathe (Drier, 2004). Since the neighborhood is an easily understood area



incorporating the aforementioned factors, policymakers have implemented community development strategies that affect the neighborhood.

As local businesses and authorities need to consider tactical urbanism an effective approach for field of community development, we need to understand the role of community development and its several aspects, especially how the locals and authorities define community development and the outcomes of its initiatives, and the indicators used to analyze the progress towards these outcomes. This analysis of community development and its associated literature helped me towards directions in which how approaches like tactical urbanism can support community development in various simple ways.

REVITALIZATION, INFILL DEVELOPMENT WITH TACTICAL URBANIST APPROACH- BETTER COMMUNITIES

Infill development is the process of developing vacant or under-used parcels within existing urban areas that are already largely developed. Most communities have significant vacant land within city limits, which, for various reasons, has been passed over in the normal course of urbanization. Ideally, infill development involves more than the piecemeal development of individual lots. Instead, a successful infill development program should focus on the job of crafting complete, well-functioning neighborhoods. Successful infill development is characterized by overall residential densities high enough to support improved transportation choices as well as a wider variety of convenience services and amenities which I am focusing on as my primary objective is to create local employment opportunities for existing communities. It can offer cultural, social, recreational and entertainment opportunities, gathering places, and vitality to older centers and neighborhoods. I also believe that design of infill development is

essential to ensure that the new development fits the existing context, and gains neighborhood acceptance. A cooperative partnership between government, the development community, financial institutions, non-profit organizations, neighborhood organizations is essential to achieve infill success. In the long view, the public and private costs of continuing to favor sprawl development patterns will far exceed the resources needed now to facilitate infill development.

Infill development is the re-use of land or existing developed sites within an urban/suburban area. Infill development promotes better use of sites through reuse and repositioning of underutilized buildings. Infill uses vital land left vacant during early development and contributes to community revitalization. Infill development is valuable not only for the environmental benefits of using land more efficiently and directing growth into existing urbanized areas, but also the benefit that quality projects bring to neighborhoods and communities. Good infill conserves open space, helps to energize communities and contributes to jobs, housing and area sustainability.

BINDING INFILL DEVELOPMENT & REVITALIZATION WITH TACTICAL URBANISM

Most of the people have this common conception that infill development on vacant or underused parcels is often risky as it takes a lot of investment and there are various considerations for suitability of selected function/ structure at that specific location in regards with surrounding neighborhoods and communities. Somehow, if we can make little modifications to this conventional infill development in collaboration with Tactical Urbanism, it works. It has lower risks, lower investments, the proposed functions/ structures can be temporary/ semi- permanent and can be moved any time after purpose is served. I will be explaining more about tactical urbanism in next part.

WHAT IS TACTICAL URBANISM- HOW DOES IT CONNECT TO REVITALIZATION & EMPLOYMENT?

Improving the livability of our towns and cities commonly starts at the street, block, or building scale. While larger scale efforts do have their place, incremental, small-scale improvements are increasingly seen as a way to stage more substantial investments.

This approach allows a host of local actors to test new concepts before making substantial political and financial commitments. Sometimes sanctioned, sometimes not, these actions are commonly referred to as “guerilla urbanism,” or “pop-up urbanism,”

While exhibiting several overlapping characteristics, “tactical urbanism,” is a careful approach to city-making that features the following five characteristics:

- A deliberate, phased approach to instigating change;
- An offering of local ideas for local planning challenges;
- Short-term commitment and realistic expectations;
- Low-risks, with a possibly a high reward
- The development of social capital between citizens, and the building of organizational capacity between public/private institutions, non-profit/NGOs, and their constituents. *(Source: Tactical Urbanism Vol. II)*

Local Neighborhoods & Employment in Lake City, Florida



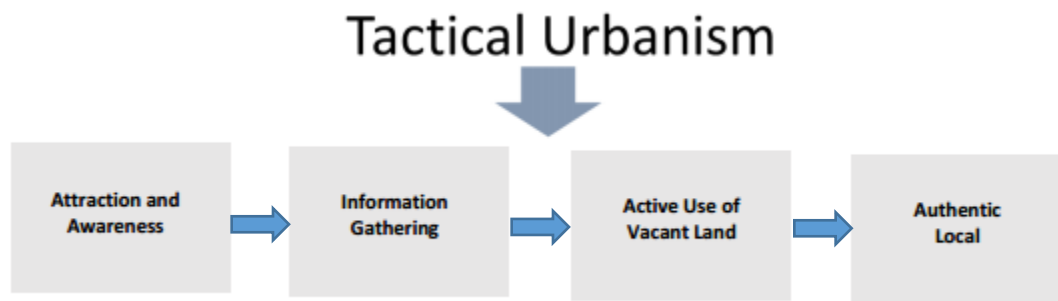
(Source: Tactical Urbanism Vol. II)

This approach fits perfectly with my ideas and is easy to implement as well as easy to convince local people and authorities too. With this approach implementation can be faster, more effective and diverse in nature.



(Source: Tactical Urbanism Vol. II)

It would attract multiple kinds of businesses to grow in the city, and these can be permanent or temporary based on their performance over the time. As we see around in many big cities, a trend has been seen which offers local farmers, small retails and even artists to come together and show/ sell their product/ art in a week long or 10-day festival which essentially offers local employment as well as makes the place more attractive and interactive. Same trend has been seen to be growing in Lake City too, with the recent update of Art Agro festival that has started there which is almost the same as I described above. This is a great tool and it keeps the community engaged, allows local workers/ people with low skill sets to earn some income and be independent.



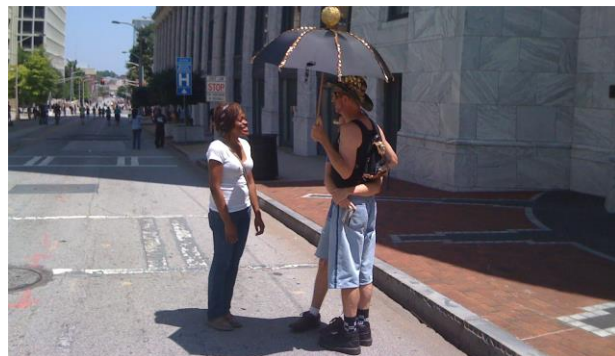
(Source: Tactical Urbanism Vol. II)

WHAT OPTIONS DOES IT OFFER FOR
REVITALIZATION?

OPEN STREETS

PLAY STREETS

BUILD A BETTER BLOCK



Atlanta Streets Alive Project

POP-UP RETAIL

PAVEMENT TO PLAZAS

PAVEMENT TO PARKS

POP-UP CAFES

FOOD CARTS/TRUCKS

INFORMAL BIKE PARKING

INTERSECTION REPAIR

MOBILE VENDORS



NYC Play Streets (Source: NY TIMES)



Atlanta Sweet Auburn's Better Block Movement

(Source: Atlanta Regional Commission)



Dallas Better Block Movement



Street Transformation

Credit: Art Monaco Portland via my.parkingday.org

Pop- Up Cafes in Seattle (Credit: DNAInfo.com)

LIFE AND EMPLOYMENT AFTER PRISON?

Virtually no systematic, comprehensive attention has been paid by policymakers to dealing with people after release, an issue termed “prisoner reentry.” Failure to address the issue may well backfire, and gains in crime reduction may erode if the cumulative impact of tens of thousands of returning felons on families, crime victims, and communities is not considered. Inmates have always been released from prison, and officials have long struggled with helping them succeed. But the current situation is different. The numbers of returning offenders dwarf anything known before, the needs of released inmates are greater, and corrections has retained few rehabilitation programs. One of the primary challenges they face is finding stable employment. In addition to the external struggles ex-felons face when looking for work, many also grapple with internal ones, like drug addiction or mental health issues. But, issues aside, ex-offenders need a job to provide for their basic needs, in addition to money required to pay court expenses.

A recent study from 2011, which was published in Prison Legal News (December, Page 20) showed that ‘the employment rates have reduced significantly for the ex- prisoners as 80- 90% of employers are not willing to take that chance and are opting for former welfare recipients, workers with little recent work experience or lengthy unemployment, and other stigmatizing characteristics.’ Here are some statistics from the same study covering employment rates from 1980-2011.

In November 2010 the Center for Economic and Policy Research released a study titled “Ex-offenders and the Labor Market,” which found that a felony conviction or

imprisonment significantly reduces the ability of ex-offenders to find jobs, costing the U.S. economy an estimated INR57 to INR65 billion annually in lost economic output.

On average, former prisoners are far less educated than the rest of the population. In 2008, over 36% of ex-prisoners had not earned a high school diploma or GED compared to around 10% of the general population. Only 11% of former prisoners had taken any college courses compared to almost 60% of the general population.

When ex-felons get back to work, it decreases their chances of recidivism. Still, getting a job is not the end of the story. Ex-offenders may need to learn new workforce skills, or life skills like personal finance and anger management. But most of that can't happen until an employer takes a chance and hires a former prisoner.

INFORMAL COMMUNITIES, URBAN DESIGN & INFORMAL EMPLOYMENT- WHAT DO WE WANT? & WHO'S 'WE'?

This is a very interesting but intimidating topic, that is the 'slums' or 'informal settlements' and multiple factors that come along with it into a city. Starting with Kim Dovey's piece called 'emergent urbanism' and Nijman and Shin's piece called 'The Megacity-Mumbai' where they argue that most global population is now becoming urban and the trend is easily visible if we look back from 1950's till date. He mentions a very true and important point which says, 'it is a race between urban population growth vs slum population growth and the results are going to be either really good or really bad for the city and its urban design. He further strengthens his argument by stating that slums or informal settlements usually get accommodated outside control of any state and without any need of government support and built environment professions. Slum dwellers are comfortable doing their supporting jobs as basic labor and have somehow adapted to a certain lifestyle which might be unsuitable/ unlikable for urban crowd of the city. I would like to share some of my observations and experiences here, since I am from India and I have seen all this very closely and I believe there are so many things which are unknown to the world and are probably beyond imagination for any foreign national. It is a fact in India where people think cities are places where dreams come true (and frankly they should be right, which isn't the case somehow) so they blindly move into cities even without a job or any financial security, completely relying on the myths of 'city life and offerings' that they would get a job for sure. I feel very sad that there are people out in cities like Mumbai, who despite being talented in various fields end up with shitty jobs in the city simply because of their failure to understand the fact

that a city cannot provide for such a huge population and if everyone starts going to same city for a better life, it is going to worsen it!

I also believe that every city has its own limit of providing jobs and housing while keeping a healthy balance with good urban design, overall functioning and good vibe of the city. This is important for any city to maintain its character and originality and slums are so fast growing that they would hardly take any time before they become the character of a city! This is also relative to time and affordability, opportunities for jobs and housing will growing the cities but it will take time and on the opposite side the migrating population is coming in way too fast! There is another important factor and that is the mentality of a human/ community, because in India there are many cases where government offers and builds affordable housing for slum dwellers which they get it almost for free, and the government does so in order to remove the slums and unhealthy living areas and simply to offer these people a better life. But what happens next? It is surprising that these people further rent out their affordable housing units to new migrants and go back to their original slums or even build a new one! This is simply because they have, over time adopted to live in such conditions and are fine with it. Money being a difficult thing in India, all they want to do/ think is how can we earn more to support our families? And renting out the apartment they get for free is the simplest 100% profit they can make! So it is not only just government or the infrastructure issue but also the mentality of these people which seems impossible to change now. Dharawi, the biggest slum in Mumbai and in the world has a huge business network of plastic manufacturing and recycling and unbelievably their annual turnover is over 1 Billion USD which just freaks me out! It is not like there is no money in these areas, it is just

the fact that the money is unevenly distributed and haphazardly managed in order to improve their own lifestyle and living, as that is not even their priority!

Slums, informal settlements have many issues with their legality, formality and livability but they also offer a tremendous workforce upon which the city and its inhabitants are now dependent, thus these cannot be removed either. This fact does not go along well with the authors 5 key arguments about avoiding displacement, preserving adaptability, enabling secure tenure, environmentally responsive design and aesthetic/heritage issues. I am saying this because of 2 main reasons, first being, there are places where functionality in terms of providing housing comes first and probably design comes the last. There are places in world where design is not an immediate issue and here at that exact point I think; we as urban designers should step back a little as providing basic facilities is more important than designing a beautiful city. We design for people, so people and their wellbeing is important! Secondly, in my personal observations I have seen that most of these slums gradually develop on land pieces neglected by city and just after a slum comes up everyone's running after it for its demolition. What does that mean? I still don't know the answer. There is hypocrisy on both sides, the slum dwellers as well as the government (we need people from all layers of society to do various kinds of jobs that require different skills and the will to do it) as one needs another and even tries to help but other is so negligent to the help offerings and is just lost in its own lifestyle.

Further, he mentions several other statements like 'complexity and adaptability of a city cannot be understood from its geography, sociology, urban planning or architecture.' Then what remains? Because this is all we have been learning for these years to help

make our cities better! The other one is really important and I completely agree with it that 'we need to understand resilience in order to fully understand informal settlements by looking at it from room to room scale, interference and interdependence with formal city and the resilience of government systems and politics involved in the process.' Adding to this I think first we need to understand different people from different cities and different groups/ layers and that can give us a clearer insight!

Interestingly he compares city of Mumbai from different times and sees a pattern which shows 'kaccha city' that is the slums and the 'pakka city' which is the urban dwellings. I would like to add to this that there has been another part of 'kaccha city' (kaccha means weak/ unstable in Hindi) and that is the reclamation land of Mumbai. There are now so many areas where land has been reclaimed over the sea to accommodate more people coming in every day! The whole original geography/ map is actually changing and we have no clue where it will take us. (comparing this with coastal city issues like global warming and sea level rise, this can be very dangerous in future) further, he also mentions that 'without density there is no human contact and without differences and diversity there is no chemistry' which is completely true for any city and its urban design.

The last piece, by Stewart Brad called 'Whole Earth' discusses the same issues of migrations from villages to cities and the different lives offered at both places. He criticizes cities in a way saying that cities are wealth creators and population sinks which are drawing all the population from villages and that is why the villages are emptying out! But at the same time he also explains his critique which is a fact especially in India that there are many factors that a city life offers you, unlike villages. In Indian villages,

where people are usually illiterate and their main profession is farming, women are meant to be inside homes taking care of the household chores. There are some things set in these communities which do not allow so much freedom in life, especially to women and children and the city life is exactly opposite, it offers anyone who is talented, a better job, better pay a better house and freedom! He exclaims that city growth creates problems and then city innovations speed up to solve them! Not every time, especially when there is a huge population burst, like India! Another important factor that he mentions is the number of increasing migrants into the city and their high reproduction rates! What can be the reason behind this? Lack of education? Awareness? These things should also be considered.

Lastly, my most important thought on overall slum situation and its people, I have always compared these people with the homeless guys in U.S. where they are federally funded and there are shelters for them. I may be wrong but I feel this is really sad, I mean why can these people (who are physically fit and still end up doing nothing the entire day) work and earn their own bread and butter instead of begging and harassing commuters? There should be more job opportunities for these people. Indian slum dwellers may be poor or living unhealthy but at least they are working and earning their food on their own! This is my topic for my option paper where I concentrate on homeless and ex-prisoner's population and how employment opportunities for them can be created into cities!

1. Although it leads me to one question, "Is this emergent urbanism healthy for cities in terms of providing low skilled labor for low level jobs? Or is it harming the

city and its beauty in terms of urban design? Or is it harming/ benefitting the city residents?

COMMON THEMES OF INFORMAL ECONOMIES SEEN AROUND THE WORLD

Street foods create employment

Each street food enterprise is generally small in size, requires relatively simple skills, basic facilities and small amounts of capital, yet they are very numerous and have considerable potential for generating income and employment. Bogor, with a population of 250 000, has 18000 street food enterprises, nearly one for every 14 people. Roughly 26 percent of workers active in the informal sector in Bogor are directly employed as street food vendors (Chapman, 1984). Similarly, the International Labor Organization

has found that street vendors comprise 29 percent of the active urban labor force in Central America (Allain, 1988).



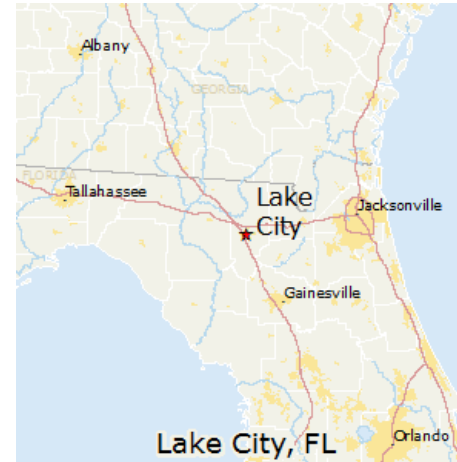
1 Juhu Beach in Mumbai offers amazing street food experience, Credits- Worldette

Some of those who, because of economic and social changes or individual characteristics, have difficulty obtaining jobs in the formal sector find work in the street food industry. The street food operation often involves entire families in the procurement of raw materials, preparation and cooking as well as the sale of food. Worldwide, women play a very large role in the street food industry. Surveys have found women to be involved in 90 percent of enterprises in the Philippines, 53 percent in Senegal and 40 percent in Indonesia (Tinker and Cohen, 1985).

Street food sellers are attracted to this occupation because of the possibility of earning relatively high incomes. In Southeast Asia, the average earnings of a vendor may be three to ten times more than the minimum wage and they are often comparable to the wages of skilled laborers employed in the formal sector. In Malaysia, net incomes varying, from USINR4 to INR36 (with an average of INR16 per day) are derived from daily sales ranging in value from INR10 to INR120 (Andringa and Kies, 1989).

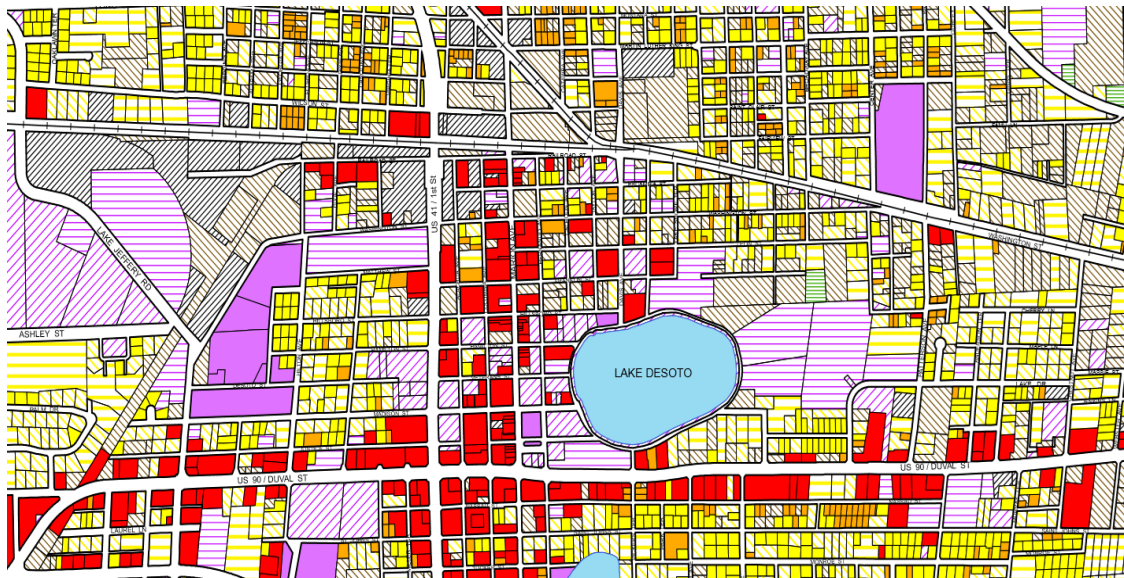
The relatively low capital expenditures of street food businesses are also attractive for certain types of sellers. Furthermore, vendors can choose their work hours, they have few constraints on their movements and are self-employed. In spite of the benefits of street food trade, vendors may have to work long hours under adverse conditions and the risks are borne exclusively by the seller. Vendors can face problems with local officials and may also have to deal with criminals who try to extort "protection money" from them. In addition, their profession is often considered to be of low status.

LAKE CITY NOW- QUICK FACTS



FACT	FIGURES
Population (2014)	12,059 (50% Male; 50% Female)
Median Age	37
Race/ Ethnicity	56% White, 39% African American
Median Household Income	INR33,571
Poverty Level	17.4% of families living below poverty line, only 15% of population has college degree
Population Density	1,003.5 people per square mile
Land Area	12.02 square miles
Housing (2014)	5,555 Units (82% Occupied, 18% Vacant) 4,552 occupied units- 53% renter occupied, 47% owner occupied
Housing values	35% of Owner- occupied are between %50,000 to INR99,000; 19% between INR1000,000 and INR149,000; 27% between INR150,000 to INR299,000

LAND USE- EXISTING VS FUTURE



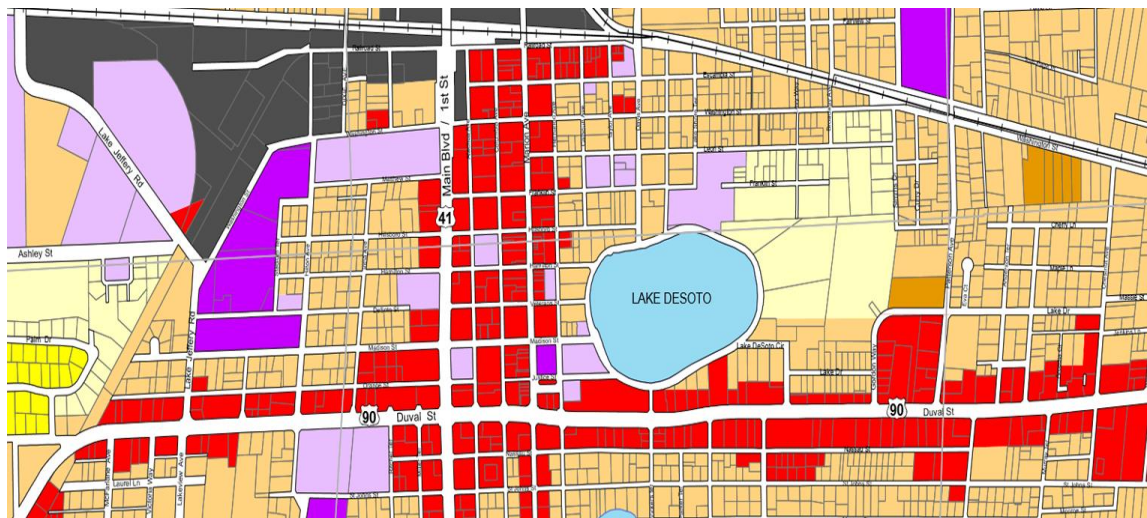
EXISTING LAND USE (FOCUSIING ON DOWNTOWN)

EXISTING LAND USE MAP CLASSIFICATIONS

- Conservation
- Agriculture - Forest
- Agriculture - Row Crop/Pasture
- Vacant Land
- Recreation
- Public
- Institutional
- Residential - Low (≤ 2 d.u. per acre)
- Residential - Moderate (> 2 d.u. per acre) but (≤ 4 d.u. per acre)
- Residential - Medium (> 4 d.u. per acre) but (≤ 8 d.u. per acre)
- Residential - High (> 8 d.u. per acre) but (≤ 20 d.u. per acre)
- Commercial
- Industrial

OTHER MAP FEATURES

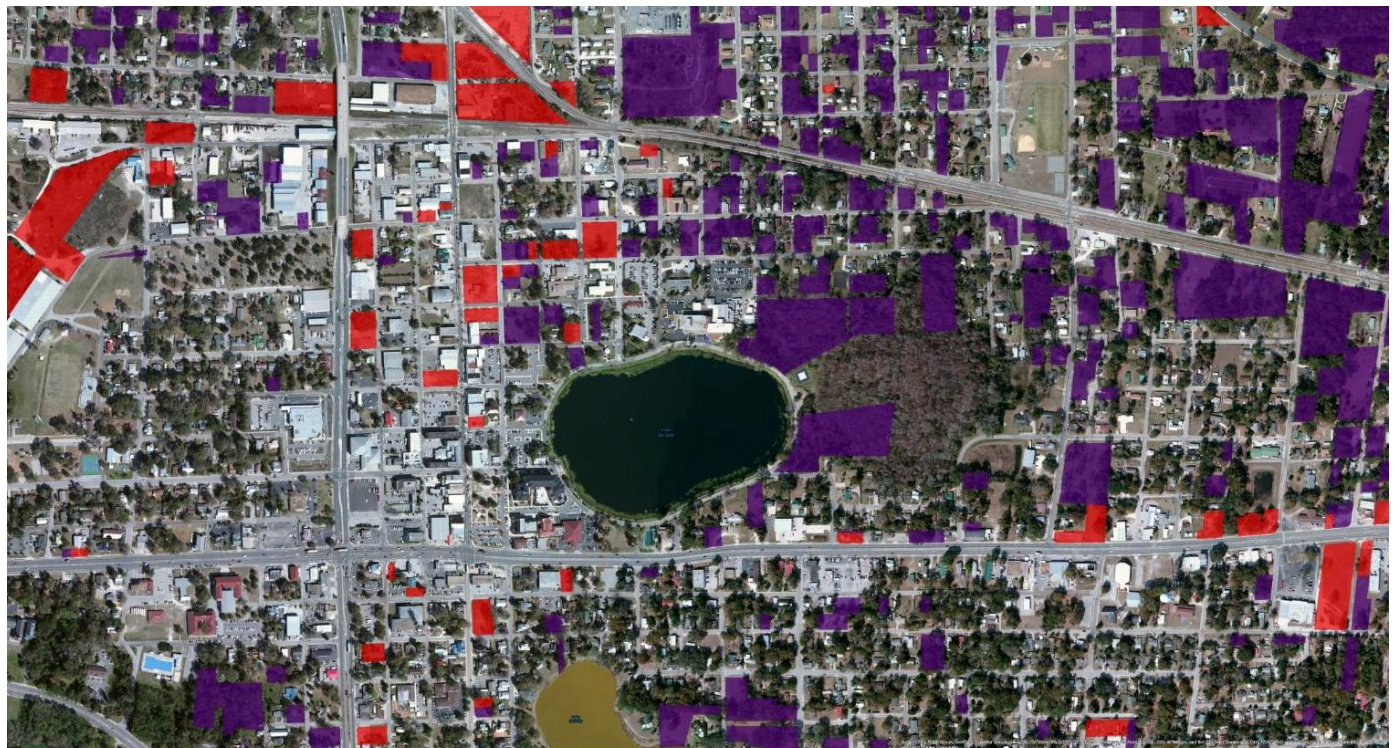
- City Limits
- Railroad



FUTURE LAND USE (FOCUSIING ON DOWNTOWN) (Source: US Census via Social Explorer)

Local Neighborhoods & Employment in Lake City, Florida

Lake City	Parcels	Acres	Pct Total (%)
Vacant Residential	486	607.79	7.61%
Vacant Non-residential	147	427.17	5.35%
Total	633	1034.96	12.97%
Lake City Revitalization Area			
Vacant Residential	169	90.21	13.72%
Vacant Non-residential	41	19.31	2.94%
Total	210	109.52	16.65%



DESCRIPT

- VACANT NONRESIDENTIAL
- VACANT RESIDENTIAL



1 inch = 242 feet

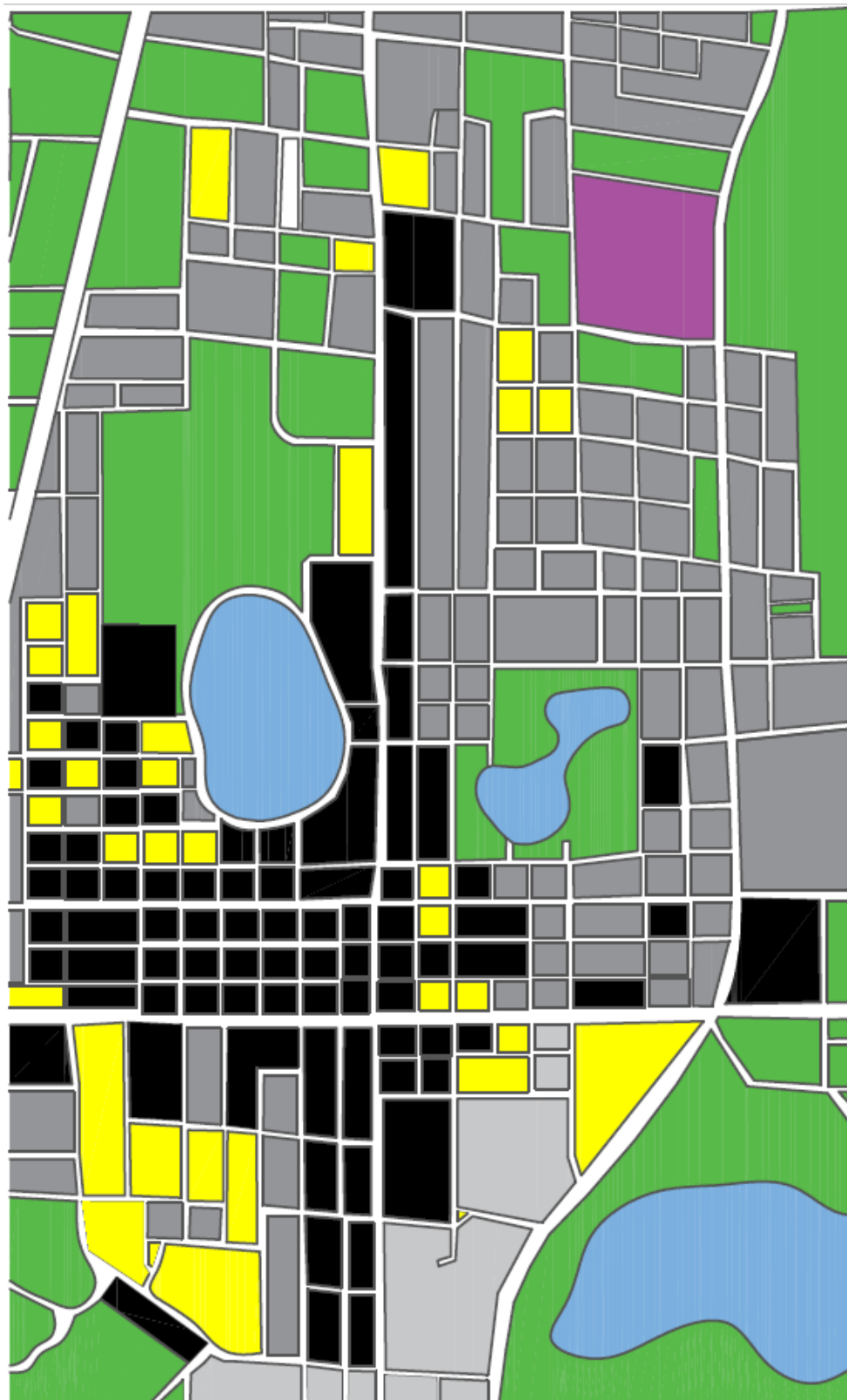
Miles
0 0.0425 0.085 0.17



Lake City Vacant Parcels

Source: PDOT Generated Land Use from 2019 parcelid

LAKE CITY FIGURE GROUND MAPPING ANALYSIS



FLORIDA PRISON FACTS

Prison Population

Florida's prison system is one of the largest employers in the tri-county area and has a long history there. According to the Florida DOC, Union Correctional Institution was Florida's first modern state penitentiary, established in 1913 as temporary housing for ill or injured inmates who could not be leased out to perform manual labor for private businesses. Its official name was Raiford State Penitentiary, but it was also called "State Prison Farm," "Raiford Prison," and "Florida State Prison" until it was renamed UCI in 1972.

The U.S. Census tallies prisoners at their prison addresses, which raises the population count in Columbia, Union and Baker counties. There are about 11,000 state prisoners in 10 facilities (some of which are on shared sites) across the area.

As noted previously in Table A-2, in 2015 there were 2,098 prisoners in Baker, representing 7.8% of its count; 4,126 prisoners in Columbia, representing 6.1% of its count; and 4,903 prisoners in Union, representing 30.8% of its count.

Table A - 4: Prison Locations and Population

Facility (Type) ¹	Location	Inmates (Sept. 2016)	Max Inmates	Staff
Baker Correctional Institution	Sanderson	937	1,165	304
Baker Re-Entry Center	Sanderson	404	432	89
Baker Work Camp	Sanderson	274		
Bridges of Lake City (Community Release Center)	Lake City	151		
Columbia Correctional Institution	Lake City	1,304	1,427	268
Columbia Correctional Institution Annex	Lake City	1,515	1,566	266
Florida State Prison and FSP West Unit	(Located in Bradford County, at same site as UCI)			

Local Neighborhoods & Employment in Lake City, Florida

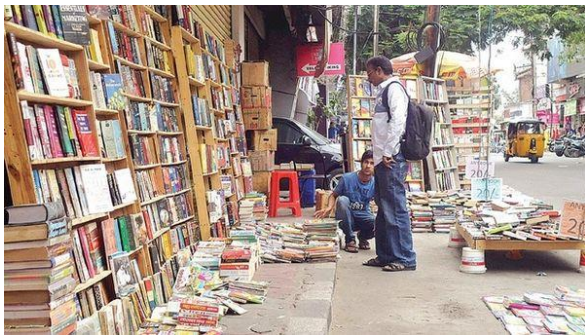
Lake City Correctional Facility ² (Youth)	Lake City	893	894	1
Reception and Medical Center	Lake Butler	1,473	1,503	700
Reception and Medical Center West Unit	Lake Butler	1,060	1,148	182
Union Correctional Institution	Raiford	1,895	2,172	731
Total		9,906		

¹ All facilities listed here house males. Bridges of Lake City and Lake City Correctional are contracted facilities.

² In Florida, "correctional facilities" are privately operated prisons, while "correctional institutions" are state-operated facilities; Florida State Prison is the only facility officially titled a "prison."

CASE STUDIES

1. STREET VENDORS & EMPLOYMENT IN MUMBAI, INDIA
2. FERGUSSON COLLEGE ROAD STREET SHOPPING PLAZAS, PUNE, INDIA
3. BHUBANESHWAR BAZAAR, ODISSHA, INDIA
4. FOOD CART VENDORS, CESAR CHAVEZ STREET, LOS ANGELES, CA
5. PORTLAND FOOD TRUCKS/ CARTS
6. SWEET AUBURN BETTER BLOCK MOVEMENT, ATLANTA



Used Book stores on streets, Pune, India



Local artifacts and handicrafts market



Using vacant/ parking lots for food trucks

Allowing local employment & an interactive
Urban space!



The Oak Cliff Better Block Project, Dallas,

1. STREET VENDORS & EMPLOYMENT IN MUMBAI, INDIA

LOCATION	Mumbai
TYPE	Semi- permanent- Movable stalls, shops
PRODUCTS	Handicrafts, clothing, daily convenience items, jewellery, local specialities
SKILLS REQUIRED	No former education required, public skills is a must
AVERAGE REVENUE/ INCOME PER DAY	Depending on the product average range is INR50- INR500
POPULATION SELF- EMPLOYED/ EMPLOYED	In each of such bazaar places approximately 1000 to 5000 + workers and labors

Photographs:



DESCRIPTION

Street vendors and pop- up retail has been in place for years in Mumbai and other cities of India. It includes variety of products and services ranging from daily meals at street food chains to farm fresh vegetables, handicrafts, clothing and many more, right in the neighborhood places. These shops are mostly semi-permanent and need an authorization and registration from local authorities. Most important fact about these shops is the convenience they offer to the local communities where people do not need to get in their cars to drive to a supermarket to buy basic daily necessities as vegetables and other foods, they can simply walk to these shops and buy whatever they need; thus reduction in traffic and a helping hand for local employment for these vendors along with the satisfaction of buying fresh produce picked right from the farms.

2. FERGUSSON COLLEGE ROAD STREET SHOPPING PLAZA IN PUNE, INDIA

LOCATION	Pune
TYPE	Semi- permanent- Movable stalls, shops
PRODUCTS	Handicrafts, clothing, daily convenience items, jewelry, local specialties, variety of street foods
SKILLS REQUIRED	No former education required, public handling skills is a must
AVERAGE REVENUE/ INCOME PER DAY	Depending on the product average range is INR50- INR500
POPULATION SELF- EMPLOYED/ EMPLOYED	In each of such bazaar places approximately 1000 to 5000 + workers and labors

Photographs:



DESCRIPTION

Street vendors and pop- up retail has been in place for years in Pune and other cities of India. It includes variety of products and services ranging from daily meals at street food chains to farm fresh vegetables, handicrafts, clothing and many more, right in the neighborhood places. These shops are mostly semi-permanent and need an authorization and registration from local authorities. Most important fact about these shops is the convenience they offer to the local communities where people do not need to get in their cars to drive to a supermarket to buy basic daily necessities as vegetables and other foods, they can simply walk to these shops and buy whatever they need; thus reduction in traffic and a helping hand for local employment for these vendors along with the satisfaction of buying fresh produce picked right from the farms.

3. BHUBANESHWAR BAZAAR, ODISSHA, INDIA

LOCATION	Bhubaneswar
TYPE	Semi- permanent- Movable stalls, shops
PRODUCTS	Handicrafts, clothing, daily convenience items, jewelry, local specialties, variety of street foods
SKILLS REQUIRED	No former education required, public handling skills is a must
AVERAGE REVENUE/ INCOME PER DAY	Depending on the product average range is INR50- INR500
POPULATION SELF- EMPLOYED/ EMPLOYED	In each of such bazaar places approximately 1000 to 5000 + workers and labors

Photographs:



DESCRIPTION

Bhubaneswar is among the first cities in India to acknowledge street vendors



as an integral part of the city by establishing aesthetically pleasing fixed kiosks in legally sanctioned vending zones. Initially, Before 2007, street vending in Bhubaneswar, the capital city of Odisha (a state in India), exemplified an over-regulated informal economy. Police and municipal inspectors would persistently harass the vendors by threatening them and confiscating their merchandise. The authorities treated street vendors as illegal entities, encroachers on public space, and a source of unsightly nuisance. This negative approach towards the vendors generated a classic “Conflict Model” case, characterized by distrust and an ongoing tug-of-war between the town authorities and the street vendors. On one side, the town authorities would resort to anti-encroachment drives attempting to contain or eliminate the street vendors. On the other side, the vendors, struggling to safeguard their livelihood, would demonstrate their anger and resentment through massive protests. At times these protests would temporarily allow vendors to continue with their business; however, these strategies were more like fire-fighting or stop-gap arrangements that did not offer a permanent solution.

The Conceptual Design

The process of conceptualizing and designing the vending zone model was initiated through the partnership between town authorities (public) and street vendors (community). While prime actors in the public domain were the Bhubaneswar Municipal Corporation and General Administration.

The action plan devised was to be implemented in roughly three phases. The first phase required town authorities and vendors' associations to map the vendors' spatial distribution throughout the city and propose the potential sites for creating the vending zones. It also involved a photo survey of the beneficiaries who would occupy the kiosks in the zones. Once this exercise of identification of land plots and vendors was complete, the second phase involved putting the site in consideration under a probation period of six months. During this probation period, only temporary bamboo structures were allowed to be erected. These were observed for six months. Once the probation period was over, and both the authorities and vendors' organizations were convinced of its smooth functioning, the third and final phase required issuing vending licenses. The construction of iron structures having an aesthetic appearance was permitted. In this third phase, private partners were brought in primarily to finance the construction of the vending zones.

Indian as well as other global cities can learn from the success of the Bhubaneswar model. To achieve a positive outcome equivalent to that in

Bhubaneshwar requires strong vendor leadership and a will among town authorities to address the issues pertaining to street vending. This can lead to interventions that have the potential to partly address urban poverty by creating a more conducive environment in which street vendors can trade.

4. Food Cart Vendors, Cesar Chavez Street, Los Angeles, CA

LOCATION	Los Angeles, CA
TYPE	Semi- permanent and some permanent markets, general stores small pop- up cafes with outdoor seating, shops
PRODUCTS	Community essentials, street food, grocery
SKILLS REQUIRED	No former education required, public handling skills is a must
AVERAGE REVENUE/ INCOME PER DAY	Depending on the product average range is INR20- INR200
POPULATION SELF- EMPLOYED/ EMPLOYED	In the entire strip, approximately 1200to 7000 workers and labors and business/ shop owners

Background:

East Cesar Chavez Avenue between I-10 and Evergreen Avenue is commonly considered to be the Main Street of the Boyle Heights neighborhood in East Los Angeles. Considered to be one of the first suburbs of Los Angeles, Boyle Heights is a neighborhood east of Downtown Los Angeles. In twentieth century, Boyle Heights was a



gateway for new immigrants. This resulted in diverse demographics, including Jewish American, Japanese American and Mexican American populations, as well as Russian American and Yugoslav populations. Today the neighborhood is populated mostly by working class Latinos.

What's happening there?

From its very beginnings, Cesar Chavez Avenue has served as the commercial and social heart of this suburban neighborhood of Los Angeles. The corridor bursts with activity and life. In addition to the continuous edge of general stores, markets, restaurants and locally serving businesses, the street has a rich and diverse range of street



vendors and mariachis that make the streetscape seem like a lively open market – a place where people like to congregate, buy and sell things. Despite the fact that the existing sidewalks and street elements, such as trees, lighting and seating do not appropriately serve the pedestrians and formal and informal community uses, the street is much loved by the community and a great source of commerce.



The **organic development** of the street and the various commercial uses serves as a great example of how the street ROW of an arterial road can be maximized for formal and informal retail opportunities, and provide much needed entrepreneurial jobs for the people who live and work in the area. This also helps maintain **the affordable character of the neighborhood that is**

critical to its residents.

The Design-

The right-of-way of Cesar Chavez is 80 feet wide. Designated as a major arterial road, the street has two lanes of traffic in either direction and serves a high volume of through and destination traffic every day. On-street parking on either side of the roadway provides a much needed amenity to adjoining businesses. The sidewalks are approximately 12 feet wide on both ends of the street. Most people in the area do not own cars. Besides carrying heavy foot traffic, the sidewalks are actively used for a wide variety of commercial activities such as:

- Outdoor dining for adjoining cafes and restaurants.
- Outdoor display space for adjoining land uses that sell garments, produce, electronics, etc.
- Mobile food carts that cook and serve freshly made food and drinks.
- Mobile retail carts that serve flowers, books, audio devices, etc.
- Performance spaces for musicians

Highlights-

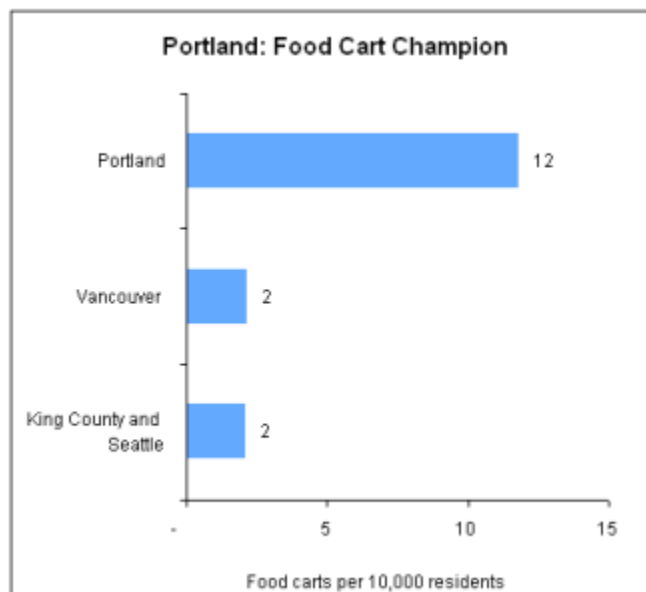
- **Includes a variety of formal and informal retail opportunities** that also provide much needed entrepreneurial jobs for the people who live and work in the area.
- **Creates a vibrant street** that maintains the affordable character of its surrounding neighborhood within a constrained right-of-way.
- **Uses informal sidewalk design** to accommodate continuously changing commercial uses that reflect the changing sociological, religious and economic context of the street. The commercial sidewalk uses reflect the changing needs of the people.
- **Uses 10-foot wide travel lanes** to ensure that automobiles respect the overarching pedestrian scale and character of the street.

There are also some issues like,

- **High maintenance:** The high foot traffic and heavy commercial use results in continuous repair and disrepair of the street. Few trees are able to survive in this context to provide necessary shade and comfort to the users.
- **Constrained space:** Maximizing commercial uses on the street results in constrained space for pedestrians and people in wheelchairs.
- **Other uses:** There is a lack of pedestrian amenities, especially in terms of seating, lighting, etc. In some ways, the success of the commercial activities on the streets has negatively affected other supporting users of the streets.

5. PORTLAND FOOD TRUCKS/ CARTS, PORTLAND, OREGON

LOCATION	Portland, OR
TYPE	Semi- permanent- Movable stalls, shops
PRODUCTS	variety of street foods
SKILLS REQUIRED	No former education required, public handling skills and good cooking is a must
AVERAGE REVENUE/ INCOME PER DAY	Depending on the food item average range is INR10- INR45
POPULATION SELF- EMPLOYED/ EMPLOYED	Currently Portland has over 800 food carts which approximately employ 3000-5000 workers and owners



(Source: <http://grist.org/food/street-food-boom-towns-three-west-coast-case-studies/>)

Background

Street food is smart for sustainability: It makes urban living more desirable to many, improves neighborhood walkability, provides affordable dining options, and opens

doors for diverse entrepreneurs. The carts are set up in parking lots, vacant lots, sidewalks, and even in parks. Many of the carts are located near downtown. Although

food carts might be located singly,

they can often be found in large

groups called a pod. They have limited

hours, little to no seating, and their

menus are typically minimal. Therefore,

they do not compete with traditional

restaurants. Sometimes a chef will use

a food cart to introduce, develop, or

refine recipes to be used in a separate brick-and-mortar restaurant. This type of food

cart outreach also allows customers to taste test menu items without the expense of

time and tip involved in trying a full-service restaurant. Food carts complement brick-

and-mortar restaurants, providing another level of food experience and attracting

spenders to other retail or restaurants nearby.



2 In Portland, food carts fill a parking lot with lines stretching onto the sidewalk. (Photo by camknows.)



3 Portland Food Trucks, Oregon credits- John/ Flickr

Because pods operate on private property, vendors avoid regulations regarding street usage. And the city often turns a blind eye when lines spill onto the sidewalk; they'll respond to complaints but don't tend to police violators otherwise.

The Regulations-

There are several key elements in place that guide Portland's mobile food carts:

1. Public realm food cart regulations:

- Food carts are only allowed within commercial zones.
- Carts must not block pedestrian traffic on sidewalks.
- Only one vending cart is allowed for an operating area (an "operating area" is the sidewalk from the midpoint of one block face to the midpoint of an adjacent block face).
- A vendor's immediate operating area cannot exceed 24 square feet of the sidewalk.
- The vendor is responsible for all litter and garbage within 25 feet of the business.
- Vending carts may not remain on the sidewalk between midnight and 6:00 a.m.

2. Private realm food cart regulations (often clustered in pods):

- Carts 16 feet long or less and on wheels: Considered utility trailers; no permit is required for cart itself.
- Carts longer than 16 feet on wheels: Considered a heavy truck; not allowed in some zones.
- Any cart without wheels: Zoning regulations apply and building permits are required.

3. All food carts are required to operate under the same health and safety guidelines as restaurants and to receive inspections twice a year.

(Source: Portland's mobile food carts Guide, City of Portland)

There have also been some recommendations from private groups like Urban Vitality Group for the food carts in terms of urban design;

1. Promote innovative street design elements that support food carts, such as seating, shelter, landscaping, and pedestrian-friendly sidewalks.
2. Ensure an adequate supply of trash cans near food trucks.
3. Sponsor a design competition to incorporate food cart uses on sites.
4. Continue to support diversity in design regulations.
5. Identify additional locations for food carts

Potential Benefits:

- **Revitalizes urban spaces** and strengthens neighborhood vitality.
- **Helps activate previously vacant parcels** of land and dead sidewalks, minimizing gaps in the social fabric.
- **Encourages pedestrian use of streets** and promote social interaction in the public realm.
- **Helps encourage tourism.**
- Develops entrepreneurs.
- **Increases economic opportunities** for lower income individuals, which has helped buoy the community against the lagging national economy.

But, there are also some commonly seen issues like;

- **Permanent location:** Ensure food carts can maintain a mobile business status, while also providing a somewhat permanent location.
- **Waste disposal and wastewater:** Waste disposal and wastewater are two key issues that need to be addressed and regulated.
- **Key elements in promoting mobile food vending:** Looser regulations, lower permit fees and the provision of technical assistance are key aids in helping to promote mobile food vending.

THE BENEFITS TO EVERYONE-

Although there is no revenue for the City of Portland unless the food cart grosses more than INR50,000 a year, the city benefits from revitalized urban spaces, neighborhood vitality, increased tourism and developing entrepreneurs. For Portland, the presence of food carts has helped activate previously vacant parcels of land, minimizing gaps in the social fabric, which like weak points in a piece of cloth can sometimes tear apart a strong and vibrant commercial area. Mobile food vending has also helped encourage pedestrian use of streets, and it has helped promote social interaction in the public realm. Together these elements create a scene that is attractive to visitors far and wide and helps encourage tourism. Food vending carts have also increased opportunities for lower income individuals, which has helped buoy the community against the lagging national economy. This is exactly what I envision for Lake City as it provides a perfect entry into informal economy for those who cannot get into formal economy and will be super beneficial to the local communities as well as the population that I am focusing on.

6. THE SWEET AUBURN AVENUE BETTER BLOCK MOVEMENT, ATLANTA, GA

LOCATION	Atlanta, GA
TYPE	Temporary design solutions for a block using Tactical Urbanism Techniques to create an interactive urban space which supports local retail, art and culture
PRODUCTS	variety of street foods
SKILLS REQUIRED	No former education required, public handling skills and good cooking is a must
AVERAGE REVENUE/ INCOME PER DAY	Depending on the food item average range is INR10- INR45
POPULATION SELF- EMPLOYED/ EMPLOYED	Currently Portland has over 800 food carts which approximately employ 3000-5000 workers and owners

Background

The Atlanta Regional Commission (ARC) is the regional planning and intergovernmental coordination agency for the 10-county area surrounding the city of Atlanta. ARC helps focus leadership, attention and resources on issues of regional importance. The “Living Beyond Expectations” Demonstration Project used a “Build a Better Block” Tactical



4 Before & After at Sweet Auburn Avenue, Credits: ARC Archives

Urbanism approach to illustrating the above principles. Tactical Urbanism refers to the use of quick, low-cost, and often

temporary tactics to improve the built environment. Tactical Urbanism projects have grown in popularity in recent years, creating a global movement around quick and effective urban interventions. Example tactics include guerrilla gardening, open streets events, and “Better Block” street transformation projects. “Better Block” projects bring community organizers, neighbors, businesses and property owners together to revitalize underutilized stretches of the street in urban commercial corridors. The Living Beyond Expectations Demonstration Project temporarily transformed two blocks of Auburn Avenue in Old 4th Ward into a model Lifelong Community using these short-term and low-cost methods, creating a tangible example of how any community can transform itself into a place for all ages.



5 The Living Beyond Expectation Project by ARC, Source: ARC

As part of the initiative, ARC has developed a set of seven core principles that support the creation of a Lifelong Community. These principles are:

- **Connectivity** – Retrofit or build new streets to form a grid pattern; this provides the most options for getting from one destination to another, reduces traffic and creates a viable street network for multiple modes of transportation.
- **Pedestrian Access and Transit** – Increase pedestrian access within the local community by providing a vibrant streetscape, destinations worth walking to, connected and safe sidewalks. It is also critical to provide local connector transit routes so residents can move within their community, and ride transit to regional hubs.
- **Neighborhood Retail and Services** – Provide access to basic services within walking distance of residences to reduce auto travel, increase walkability and provide sustainable community hubs.
- **Social Interaction** – Design communities with physical spaces that provide opportunities for social interaction including adequate green space, community centers, neighborhood gardens and third spaces.

- **Dwelling Types** –
Provide a diversity of dwelling types within a community so that as individuals' needs and preferences change, they can downsize, move from rental to ownership or find housing with the appropriate level of supportive services without having to leave the community.



6 Pop up Libraries

- **Healthy Living** – Design environments that promote physical activity by providing trails and bike paths; incorporate neighborhood scale grocery stores with ready access to fresh fruit and vegetables; zone space for health clinics and medical offices within walking distance of residences.

- **Consideration for Existing Residents** – Phase both new construction and redevelopment so that all existing residents have the option to remain in the community as it is being transformed.

(Source: [file:///C:/Users/itssh/Downloads/arc_lbe_summary_report%20\(1\).pdf](file:///C:/Users/itssh/Downloads/arc_lbe_summary_report%20(1).pdf))



MAP KEY

Green Lane Demonstration	6. Public Bathrooms	12. Street Car Stop
1. Interstate 85	7. Truly Living Well Wheat Street Gardens	13. Martin Luther King Natn'l Historic Site
2. John Wesley Dobbs Plaza	8. Pop-up Plaza, Stage, Media Check-in	14. Ebenezer Baptist Church
3. Pop-up Shops	9. Wheat St. Baptist Church	15. Atlanta Regional Commission Survey
4. MCJW Beauty Shoppe & Museum	10. Courtyard	16. Neighborland Community Idea Wall
5. Historic Auburn Research Library Plaza	11. Wheat St. Towers	

(Source: [file:///C:/Users/itssh/Downloads/arc_lbe_summary_report%20\(1\).pdf](file:///C:/Users/itssh/Downloads/arc_lbe_summary_report%20(1).pdf))

This project enabled a dull area with heavy traffic into a lively walkable area with low noise levels, more walkability, local art displays from artists, pop up shops and retail and completely transformed the area, and since all this was done with Tactical Techniques with community inputs it worked out really well. This may as well work in my study area, The Lake City Downtown as it has many promising vacant spots which can be converted into such a transformation.

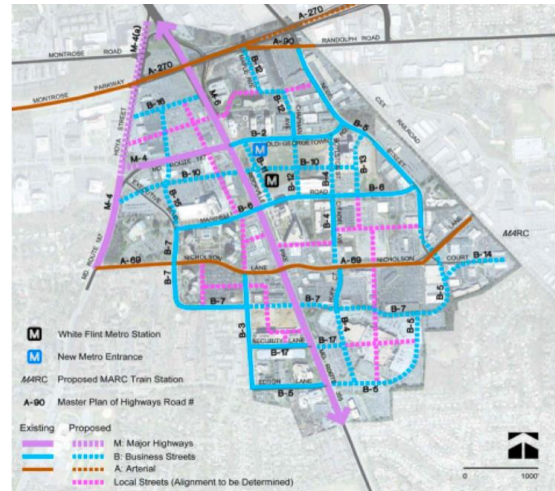
Ultimately, through all these case studies I am simply trying to understand different possibilities in terms of area revitalization which will boost up the local retail scenario to a new level, thus creating more employment opportunities in the city for people from all layers.

FEW MORE SUCCESSFUL EXAMPLES OF WALKABLE, URBAN PROJECTS

(Credits: Prof Ellen Dunham Jones's archives, Georgia Tech School of Architecture)

1. From edge city sprawl to developer-led walkable urbanism

White Flint, N Bethesda MD: W.F. Partnership, Montgomery City, Glattig Jackson, var designers *(Credits: Prof Ellen Dunham Jones's archives, Georgia Tech School of Architecture)*



2. From dead mall to green downtown

Belmar, Lakewood, CO: Continuum Partners; Elkus Manfredi Architects, Civitas Inc., VMWP





3. From 5-lane arterial to 2-lane Main Street with multi-use parking Ramblas & solar

Lancaster, CA (pop 157k): CT/KDF Comm'y Devel. Partners, Moule & Polyzoides, Peter Swift



PART 3 – ANALYSIS & DISCUSSION

ANALYZING LAKE CITY'S CURRENT DEVELOPMENT PLAN- WHY ISN'T IT WORKING?

The Plan: LAKE CITY COMMUNITY REDEVELOPMENT AREA MASTER PLAN

Historic Downtown Future Proposals:

Mixed-Use Overlay

- Retail storefronts on the ground level with residential uses on the upper floors (2-3 stories)
- Improve alleyways
- Retain small town charm through establishment of appropriate design guidelines and historic

CHARACTER DISTRICTS	KEY COMMUNITY ASSETS	CATALYST PROJECTS
Historic Downtown District	<ul style="list-style-type: none"> • Blanche Hotel • Columbia County Library • Existing Retail • Vacant Lands • Parking Lots • City Hall 	<ul style="list-style-type: none"> • Blanche Hotel Adaptive Reuse: Educational Institutions/ Training Institute/ Boutique Hotel • Cultural Corridor • Civic Center • Theater • Art Institute and Arts Incubator • Student Housing • Urban Agriculture and Community Gardening
Institutional Campus	<ul style="list-style-type: none"> • Shands Lakeshore Hospital • Columbia County Offices • Columbia County Courthouse 	<ul style="list-style-type: none"> • Shands Lakeshore Expansion • Nursing School • Business Incubator • Franklin Street Improvements

Preservation Efforts

7 Asset Mapping & Catalyst Projects, Credits- PTR_LakeCityMasterPlan_FinalReport Rev_2012-01-12.pdf

Cultural/ Arts District

- Create destination oriented retail recruitment program focused on arts and related uses
- Potential Future Uses- Restaurants/ Street cafes/ Grocery Store/ Bakeries/ Art Galleries/ Artists
- work-live studios/ Visual and Performing Arts School/ Movie Theater
- Upgrade existing Columbia County Public Library facilities
- Redevelopment of Blanche Hotel
- Encourage Adaptive Reuse and Historic Preservation of the Blanche hotel
- Work with area institutions to introduce educational opportunities as part of the building's redevelopment program (Shands Lake Shore Hospital, School Board, UF, Florida Gateway College)

- Potential Future Opportunities- Downtown Arts Institute/ Nursing Program/ student housing

Redevelopment of Vacant Lands, Underutilized Buildings and Parking Lots

- Introduce entrepreneurial urban agriculture opportunities/ promote greening of downtown

- Potential Future Uses- Performing Arts Center/ Downtown Movie Theater/ Community Meeting Facility

Physical Infrastructure Improvements

- Priority Streetscape Improvements (wider sidewalks/ plant shade trees/ lighting / street furniture)

- Extend existing streetscape character along Marion Avenue north of Railroad Street

CHARACTER DISTRICTS	KEY COMMUNITY ASSETS	CATALYST PROJECTS
Waterfront Entertainment District	<ul style="list-style-type: none"> • Lake Desoto • Wetlands • Wilson Park 	<ul style="list-style-type: none"> • Lake Desoto Waterfront Improvements • Waterfront Pedestrian Boulevard • Lake Desoto Trail • Farmer's Market
Neighborhood Reinvestment Areas	<ul style="list-style-type: none"> • Historic Housing • Annie Mattox Park • Lake City/ Columbia County Historical Museum • Lake Isabella • Vacant Lands 	<ul style="list-style-type: none"> • Residential Facade Improvement Program • Washington Street Pedestrian Corridor Improvements • Urban Agriculture and Community Gardening • Multipurpose Center- Convention Center/ Performing Arts Center • Public Market/ Greenhouse- Old Ice Box Storage
Commercial Corridors	<ul style="list-style-type: none"> • Chamber of Commerce • VA Hospital • Duval Street Businesses • Old City Hall site 	<ul style="list-style-type: none"> • Gateway Improvements • Traffic Calming • Streetscape Beautification

8 Credits: 6 Asset Mapping & Catalyst Projects, Credits- PTR_LakeCityMasterPlan_FinalReport Rev_2012-01-12.pdf

- Pursue Improvements along Columbia Avenue, Madison Street and Franklin Street

- Parking Management

- Opportunity for consolidated County/ City/ Hospital shared structured parking facility

- Signage and Wayfinding Program and Parking Enforcement

Economic Development

- Phased downtown marketing, advertising and branding program

- Program special events (weekend Farmers Market) and work with area merchants to extend

Waterfront Entertainment District

Proposed Lake Desoto Improvements:

- Performance area/ Amphitheater/ Community Stage
- Walking/ Jogging Trail/ Footbridges
- Fishing Pier
- Boating facility
- Play Area
- Wedding/ Event Lawn

In addition to the action strategies listed for key catalyst projects on the previous page, the following list of next steps are pivotal in ensuring that a comprehensive set of strategies are pursued rather than a piecemeal approach in implementing the plan.

- Adopt the Redevelopment Plan Update
- Extend the Lake City CRA redevelopment program for an additional 30 years in order to successfully implement the capital improvement program recommended in the Redevelopment Plan.
- Continue to promote the Lake City CRA (Inclusive of the downtown) through the support of festivals, exhibits, performances and other special events designed to attract residents and visitors to the downtown.
- Strengthen relationships with the Shands at Lake Shore, Florida Gateway College, Columbia County and other government jurisdictions that are key players in implementing and maintaining identified projects and programs.
- Prepare a grant feasibility study for public projects including: roads, utilities, streetscapes, parks, and law enforcement, particularly targeting potential projects eligible to receive funding through federal government funding programs.

- Establish and strengthen relationships with local, state and federal representatives to develop coordinated strategies for obtaining funding and support to implement key projects and programs in the redevelopment area.

Points to Discuss:

Though the plan looks promising it has many drawbacks, one of them being the comprehensive approach instead of a simpler piecemeal approach, which at least gets the work started. It is necessary for the kinds of projects they are proposing require lot of authority involvement, stakeholder's investment and many more crucial factors. Also it is easy to say that 'pivotal steps are being taken to strengthen the relationship with Local, State and Federal agencies to obtain funding' but that process is much more complex and usually ends up on paper only. So here it will be an apt thing to adapt to Tactical Urbanism Techniques and get started with small, maybe temporary projects which will show immediate improvement in community and neighborhood environment and would also encourage local retail and employment opportunities. My main critique is simply that a plan like this, which looks so all-inclusive and promising often just looks good and fails to be implemented as there are multiple interfering factors and the process eats up a lot of time, by which most of the residents get used to the way their area is and how they are living, eventually losing faith in urban planners, which is really sad for us all!

In the twenty-first century, cities worldwide must respond to a growing and diverse population, ever-shifting economic conditions, new technologies, and a changing climate. Short-term, community-based projects—from pop-up parks to open streets initiatives—have become a powerful and adaptable new tool of urban activists, planners, and policy-makers seeking to drive lasting improvements in their cities and beyond. These quick, often low-cost, and creative projects are the essence of the Tactical Urbanism movement. Whether creating vibrant plazas seemingly overnight or re-imagining parking spaces as neighborhood gathering places, they offer a way to gain public and government support for investing in permanent projects, inspiring residents and civic leaders to experience and shape urban spaces in a new way.

Tactical Urbanism, written by Mike Lydon and Anthony Garcia, two founders of the movement who inspired me to blend these techniques for self-sustainable informal economic growth to create more informal employment options is the guide we need to follow. The authors begin with an detailed history of the

Tactical Urbanism movement and its place in urban planning trends. A detailed set of case studies prove the ability of tactical urbanism approach. Tactical Urbanism will inspire a new generation of engaged citizens and urban designers to be involved in the transformation of their communities.

RETAIL- DESIGN & POLICY PROPOSALS

EXISTING CITIES- DOWNTOWN REVITALIZATION

RE-IMAGINING EXISTING DOWNTOWN CORES

Downtown revitalization is about making physical improvements as well as bringing people together making it an interactive place. Vibrant downtowns, streets, and city centers give people reasons to come to a neighborhood and to return over and over again. Attractive public spaces can help individuals connect with each other, business owners, and the broader community. This process can strengthen and diversify a local economy and expand



employment opportunities for people of all income levels. Though it may be difficult to look at a downtown full of vacant storefronts and see anything other than challenges, those empty and underused areas represent development opportunities.

WEYERHAEUSER'S ROLE IN DOWNTOWN REVITALIZATION

The tri-county region contains several cities and towns, including Lake City, Macclenny, Lake Butler, Sanderson, Raiford, Olustee, and Lulu. Lake City has already developed a robust revitalization plan for its downtown core, but the two other larger towns in the region – Macclenny and Lake Butler – do not have current revitalization strategies in place. A major struggle for these communities is the implementation of revitalization strategies. Successful revitalization occurs as a result of partnerships among local government, private developers, and community activists. Weyerhaeuser has previously participated in community revitalization efforts through philanthropic giving and volunteering. Within the context of this project, Weyerhaeuser will tangentially contribute to downtown revitalization by providing jobs and homes for new residents, who will then contribute to nearby local economies. Weyerhaeuser could also promote the creation of a business improvement district, temporary task forces, a parking authority, an arts' coordinating group, or other organizational structures that play an important role in downtown revitalization.

APPROACHES

Existing Communities, Culture and Neighborhood Character:

- Understanding the local community
 - ✓ Engage community members
 - ✓ Bring in the business community
 - ✓ Partner with community organizers
- **Creating an attractive, walkable place**
 - ✓ Community vision
 - ✓ Neighborhood character
 - ✓ Culture
 - ✓ Beautifying Downtown
 - Improved streetscapes
 - Outdoor lighting geared towards pedestrians
 - Establish a façade improvement program
 - Create water features
 - Install downtown arts displays on streets
 - Provide easy to use maps and directions on streets
 - Establish bike share programs and complete streets frameworks



Diversifying economic uses and bringing in more mixed use:

- ✓ Retail
- ✓ Support entrepreneurship
- ✓ Create job-training opportunities
- ✓ Connect people to jobs – create or improve public transportation services between job centers and downtown residential neighborhoods for low income workers
- ✓ Offer discounted rents to independent businesses
- ✓ Protect existing small businesses



- Mix of types
 - Entertainment (movies, restaurants, night clubs)
 - Specialty retail stores (clothing, furniture etc.)
 - Local serving retail (department stores, grocery stores, drugstores, dry cleaners etc.)
- A mix of retail types can give a neighborhood critical mass, identity, and a reason for people to live there



Housing, Existing regulations and Weyerhaeuser's Role:

- ✓ **Housing**
 - A wide array of housing types, with some areas of moderate or high density, at both market rate and affordable levels

✓ **Marketing**

- Downtowns must be marketed correctly to attract activity. If residents currently have a negative view of downtown, we will have to work hard to change their views.

- ✓ Infill Development- using vacant parcels for interactive uses like pop up retail, arts display, green squares (breathing pockets)

• **Suggesting improvements to government regulations and processes**

- Encourage public-private partnerships for development and implementation of redevelopment projects
- Review municipal regulations and streamline permitting and approvals processes
- Consider incentives for developers interested in downtown development

• **Finance projects**

- Affordable housing funds
- Public- private partnership
- Tax incentives for WH
- Adopting inclusionary zoning



WHAT WE NEED TO DO IN EXISTING TOWNS:

- Promote infill development in existing residential neighborhoods
- Encourage greyfield development of underutilized shopping areas in retail zones
- Promote infill development in functioning but underused shopping centers
- Design developments to be complementary to existing urban forms and socioeconomic conditions



- Expand transportation and transit systems accessibility
- Provide community-oriented services in close proximity to residential neighborhoods- efforts to minimize these distances, bring in more mixed use with local retail which is easily accessible by foot/bike (support community health by encouraging walking and biking over driving)
- Develop sites which will be served by community oriented services such as grocery stores, pharmacies, post offices, health clinics, entertainment facilities, places of worship, and police and fire services

CONCLUSIONS

WHAT WE WILL ACHIEVE-

Downtown revitalization is about making physical improvements as well as bringing people together making it an interactive place. Vibrant downtowns, streets, and city centers give people reasons to come to a neighborhood and to



return over and over again. Attractive public spaces can help individuals connect with each other, business owners, and the broader community. This process can strengthen and diversify a local economy and expand employment opportunities for people of all income levels. Though it may be difficult to look at a downtown full of vacant storefronts and see anything other than challenges, those empty and underused areas are the potential spots development.

The majority of inmates leave prison with no savings, no immediate entitlement to unemployment benefits, and few job prospects. The world outside looks at them with suspicion and often employments are rejected for such population masses. Though it is

wrong to assume that all of the prisoners would be from local areas around lake city, my effort is to create a model neighborhood which offers ex- prisoners, the homeless and other less considered populations with average skill sets multiple employment opportunities, and such a model can become a reference point and can be implemented in various cities across the nation.

I strongly believe that if given a chance, everyone prefers to earn their own bread and butter with hard work. For that, local small scale employment opportunities can bring in a huge positive change. Simple retail options like farmer's market, maintenance shops (bicycle repair, cobblers, tailoring and stitching and so on) are helpful for this cause as well as bring in more convenience for neighboring communities. I have seen variety of people ranging from the homeless, retired populations and ex- crime offenders who completely rely on federal aid/ funding and despite being physically fit and healthy end up being on streets and homeless shelters all the time. This makes the neighborhood look bad and also weakens the community strength in terms of cohesion, safety and livability. This needs to be changed and for that I am putting forth my ideas and proposals which are based on my vision for the community and tactical urbanism tools.

PART 5

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